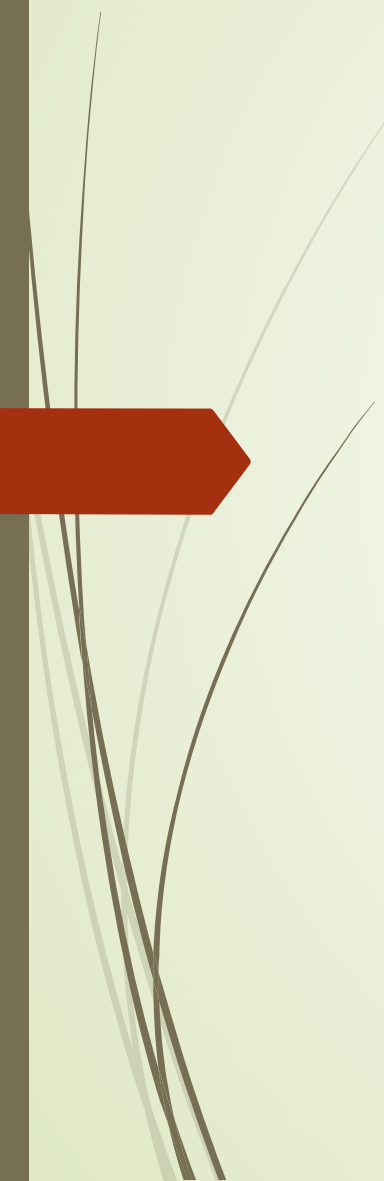


# Achieving Accountability through Monitoring

Review from yesterday

What is the purpose of monitoring?

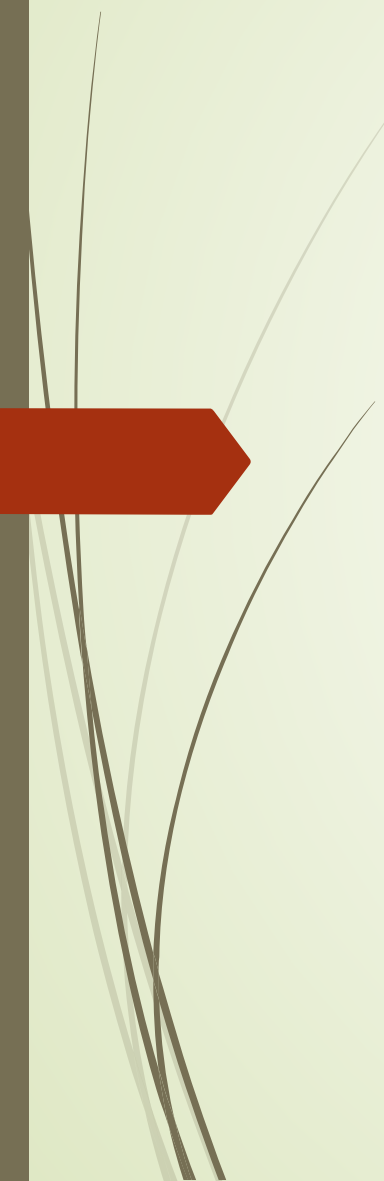
- Consistency
- Accountability
- Program improvement
- T&TA
- Integrity
- Attention to detail



Activity: Introduce yourself. What are you hoping to get out of attending the monitoring training this week? What is the most egregious thing you've ever seen while monitoring?



## Expected Outcomes



Activity: Introduce yourself. What are the red flags you see with agencies that leads you to believe there are issues or concerns. How have you handled this situation?



# Programmatic

**Achieving Accountability Through Monitoring**

Pamela Emery, Indiana Weatherization



# Monitoring As A System

**POLICIES**

**PROCEDURES**

**CERTIFICATIONS**

**TECHNICAL WORK**


**CLAIMS**

**PROCUREMENT**

**AVERAGE COST**



# Monitoring in Indiana

- 36,418 Square Miles
  - 1000 COMPLETIONS
    - 92 COUNTIES
    - 22 SUB-GRANTEES
  - 1 TECHNICAL & 1 PROGRAMMATIC MONITOR
- 



# SITE VISITS

## ➤ PROGRAMMATIC

Complete File and  
Financial review

- Procurement
- Policies
- Documentation
- Payment Schedules
- Training Compliance

## ➤ TECHNICAL

Complete a Quality  
Control Inspection

- Talk with Client
- Documentation &  
signatures
- Worker Credentials





# ONGOING DESKTOP MONITORING



## *WHY?*

- Avoid Quarterly Report Surprises
  - Catch Issues before they become Problems
  - Best Utilization of Funds
- 



# ONGOING DESKTOP MONITORING

## ➤ *HOW?*

- Track Expenditures
  - Program Operations
  - Administrative
- Track Completions
- Analyze



# ONGOING DESKTOP MONITORING

## ► *RED FLAGS*

- **Scenario #1:** Excessive Administrative cost claimed with Zero supporting completions
- **Scenario #2:** \$50k claimed in Program Operations with Two completions



# ONGOING DESKTOP MONITORING



## *RESPONSE*



### *Straight to the Source*



#### *Contact the sub-grantee*



**Department of Commerce**

# *Achieving Accountability through Monitoring*

***Amanda Rains***

March 2017

# Achieving Accountability through Monitoring

## Overview:

1. Washington's weatherization landscape
2. Monitoring process & quality management
3. Development of outcome measures and risk assessment
4. Performance management & working with high-risk agencies



# Washington State Service Partners



# Washington Funding for Weatherization

**B O N N E V I L L E**  
POWER ADMINISTRATION



\$2,269,134



\$4,325,258



\$11,015,576



\$5,000,000



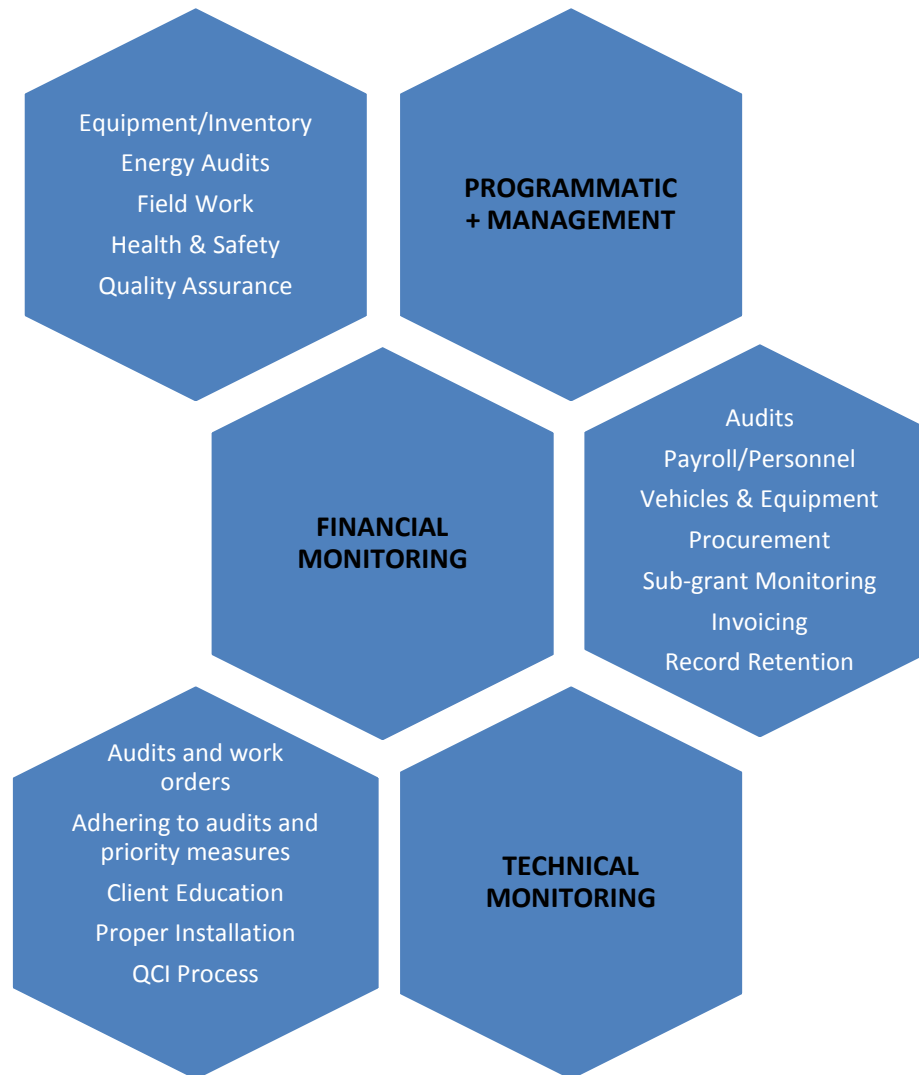
## Department of Commerce

Fiscal Year 16/17

\$22 million



# WAP Monitoring Requirements



# Purpose of monitoring

**Monitoring is not about finding problems-**

It's about helping local programs providing quality services to their community.



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“Inspection with the aim of finding the bad ones and throwing them out is too late, ineffective, costly. Quality comes not from inspection but from improvement of the process.”

W. Edwards Deming



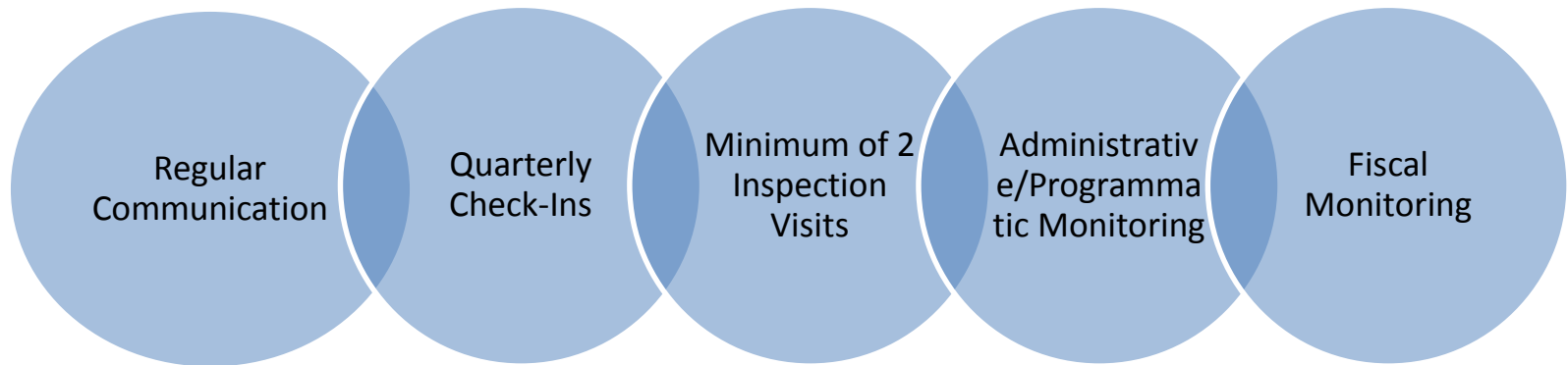
# Approaches to Quality Management

## Key Strategies:

- Prevention: Standards, specifications and certifications
- Inspection: Reviewing files on-site to ensure all documentation is present
- Improvement: Training, contractor networking, mentoring, in-process inspections, and contractor feedback systems



# Monitoring is a Process not an Event



# Feedback Loop



Quality Management is a process that is ever evolving for the participants. Both programs and contractors will be impacted by changes.

**Relationships**

+

**Feedback =**

**Quality Product**



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# Quality Control and Quality Assurance

Quality Control	Quality Assurance
Makes sure the results of what we've done are what we expected	Makes sure that we are doing the right things, the right way
Focuses on testing for quality and hence detecting defects	Focuses on building in quality and preventing defects
Deals with product	Deals with process
Deals with parts	Is for the entire life cycle
Corrective process	Preventative process



# A Successful Quality Management Plan

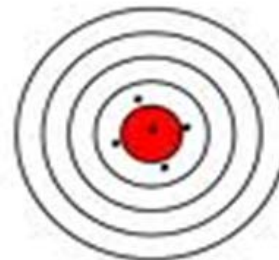
- ✓ Decrease call back notices/findings
- ✓ High customer satisfaction
- ✓ Meet the definition of quality
  - agree on standards
  - savings are realized



Accurate & Consistent



Not Accurate  
but Consistent



Accurate but  
Not Consistent



Not Accurate &  
Not Consistent





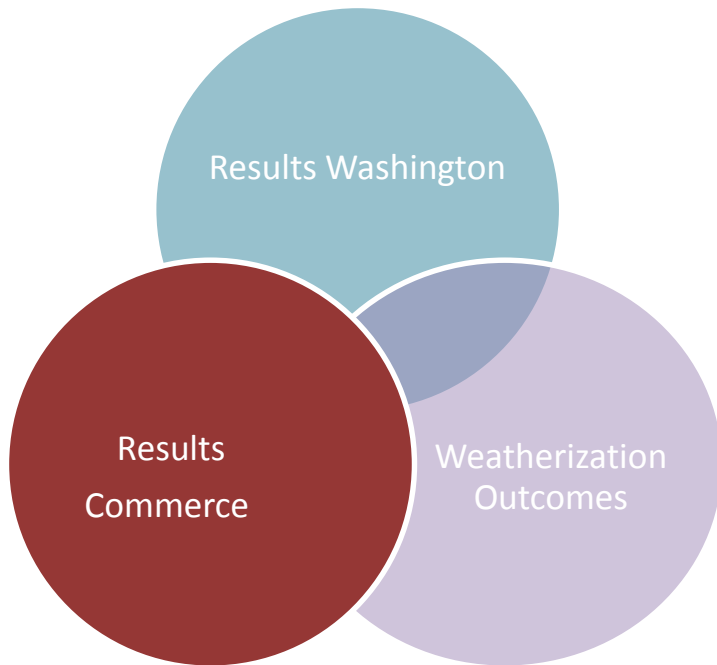
# Quality Assurance Should Scale According to Risk

## Risk sources:

- **New program process or tool** - risks are higher at the outset
- **New measures need attention** - measures with health and safety consequences should get even more attention
- **New program staff** may not understand policies and required work specifications
- **New contractors require additional QA**
  - Experience-based adjustments - increasing or decreasing QA rates based performance
- **Measure or project complexity**
  - Whole house vs lighting
  - Increased complexity = increased likelihood that things can go wrong



# Developing Weatherization Outcomes



## Key understandings

- Collecting meaningful data from the already approved measures is challenging.
- Many of the currently approved performance measures might be better defined as measures of risk.
- Ongoing dialogue with grantees is critical to success.

*"Separate measures of risk from outcome measures."*

~Team Recommendation



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# Weatherization Outcomes

Measure	Assessment	Frequency
Spend pace by fund type	How close is the local agency spending against where they are at in the contract timeline?	quarterly
Unit production by unit type	Did the agency meet their production targets for each unit type?	quarterly
Pipeline data	Does the agency's pipeline give you confidence they will expend funds and meet production targets?	quarterly
Installed measure costs	Does the installed measure costs compared to program support/admin costs appear reasonable?	annually
Leveraging percentage	How much leveraging dollars does the agency receive compared to their Commerce funding level?	annually



# Establishing Metrics & Collecting Data

- A Weatherization Outcomes dashboard is updated quarterly by Commerce staff based on grantee progress reports.
- Commerce shares individual agency results with each grantees and provide feedback on the data during quarterly check-in calls.
- A rollup of the data for the Weatherization Network is shared quarterly with the Weatherization Advisory Committee.

Indicator	2014 Baseline 7/1/13- 6/30/14	2015 Baseline7/ 1/14- 6/30/15	2016 Target 7/1/15- 6/30/16	Q1 Jul- Sept	Q2 Oct- Dec	Q3 Jan- Mar	Q4 Apr- June	2016 Year to Date
Organizational Health								
Financial Sustainability								
LIHEAP (Jan-Dec)								
Expense	\$23,465,520							
Balance								
BPA (Oct-Sept)								
Expense	\$5,479,416							
Balance								
DOE (July-June)								
Expense	\$6,035,620							
Balance								
MatchMakers (July-June)								
Expense	\$13,332,938							
Balance								
Team Capacity-has it changed from workplan?								
Program Management								
Program Support								
Auditor								
Inspector								
Program Performance								
Activities/Outputs								
Projected number of units	2848							
units weatherized	3261							
# measures injected	3445							
Amount of energy saved (MBTUs)	10.38							
Quality								
# of corrections	101							
Program Costs								
Total gross program costs	\$48,313,494							
Considerations								
How are services provided? Crew/Contract								
Where?								
Resources?								
Outcome Measures	SFY 14	SFY15						
Gross Cost Per Unit		\$14,816						
Energy Savings/Unit		10.38						
Correction factor of inspected units		2.93%						



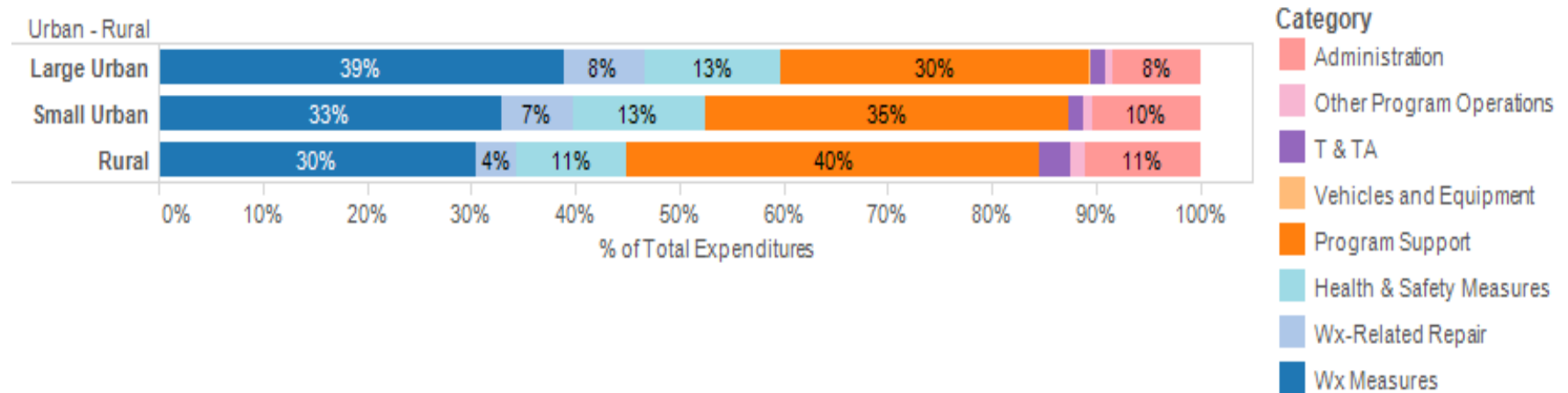
# Peer Agency Grouping

Agency #	Agency	Peer Group	Urban-Rural	Organization Type	Delivery Model
404	Seattle City of Housing Office	Urban-Large Budget	Large Urban	Public	Contractor
422	Snohomish County	Urban-Large Budget	Large Urban	Public	Contractor
413	King County Housing Authority	Urban-Large Budget	Large Urban	Public	Contractor
423	Spokane Neighborhood Action Partners	Urban-Large Budget	Large Urban	CAP Non-profit	Crew
421	Pierce County Community Services	Urban-Large Budget	Large Urban	Public	Contractor
418	Metropolitan Development Council	Urban-Moderate Budget	Large Urban	Public	Contractor
424	Opportunity Council	Urban-Moderate Budget	Small Urban	CAP Non-profit	Contractor
406	Clark County	Urban-Moderate Budget	Large Urban	CAP Non-profit	Contractor
410	CAC of Lewis Mason Thurston	Urban-Moderate Budget	Small Urban	Public	Crew
426	Opportunities Industrialization Center of Washington	Urban-Moderate Budget	Small Urban	CAP Non-profit	Contractor
401	Benton Franklin	Urban-Moderate Budget	Small Urban	CAP Non-profit	Contractor
414	Kitsap Community Resources	Urban-Moderate Budget	Small Urban	CAP Non-profit	Contractor
417	Lower Columbia	Rural-Moderate Budget	Small Urban	CAP Non-profit	Contractor
425	Yakima Valley Farmworkers	Rural-Moderate Budget	Rural	CAP Non-profit	Contractor
412	Housing Authority of Skagit County	Rural-Moderate Budget	Small Urban	Public	Contractor
419	Rural Resources	Rural-Moderate Budget	Rural	CAP Non-profit	Contractor
407	Coastal CAP	Rural-Moderate Budget	Rural	CAP Non-profit	Contractor
403	Chelan Douglas CAC	Rural-Small Budget	Rural	CAP Non-profit	Contractor
415	Hopesource	Rural-Small Budget	Rural	CAP Non-profit	Contractor
402	Blue Mountain Action Council	Rural-Small Budget	Small Urban	CAP Non-profit	Contractor
405	Olympic CAP	Rural-Small Budget	Rural	CAP Non-profit	Contractor
409	Community Action Center (Whitman)	Rural-Small Budget	Rural	CAP Non-profit	Contractor
408	CAA Idaho	Rural-Small Budget	Rural	CAP Non-profit	Crew
420	Okanogan	Rural-Small Budget	Rural	CAP Non-profit	Contractor
416	WA Gorge Action Programs	Rural-Small Budget	Rural	CAP Non-profit	Crew



# Peer Agency Analysis

Total Expenditures by Category 1/1/2014 - 6/30/15 by Location of Agency in Rural, Small or Large Urban Area



# Risk Assessment

Commerce internal auditor assisted the team in developing risk assessment.

Assessments are conducted at least annually for each grantee.

Weatherization Program Risk Assessment for SFY 2015				
Grantee:				
Program Manager:				
Date completed:				
Source	Question	Point Distribution	Points Eligible	Points Given
Program Assessment	WIDS by 15th of the month following completion	(1) Yes (3) NA or no	3	
	Does the grantee have any repeat discrepancies, corrections, or findings from previous monitoring visits?	(3) Yes (1) NA or no	3	
	Grant closeout by 45 days after close of Grant period	(1) Yes (3) NA or no	3	
	Vouchers by 15th of month	(1) Yes (3) NA or no	3	
	Timely and accurate response to Monitoring/Inspection Response	(1) Yes (3) NA or no	3	
	Timely and accurate response to Monitoring Questionnaire	(1) Yes (3) NA or no	3	
Auditor/Inspector	Has there been turnover of key program staff (Auditors or Inspectors) in the last 12 months?	(1) no turn-over (2) successful transition or transition plan in process (4) insufficient transition plan/gap in staffing coverage	4	
	Do all Auditors and Inspectors have all the required training for their job duties?	(1) Yes (3) No	3	
Administration	Does agency have experience subcontracting? Do the subcontractors have experience providing the contracted services?	(1) N/A not subcontracting (2) agency has 6 years subcontracting experience, subcontractor has at least 6 years experience (3) agency has less than 4 years subcontracting experience, subcontractor has less than 4 years experience (4) agency has no experience subcontracting and subcontractor has less than 4 years experience	4	
	Does the entity have the type of insurance specified in the contract? Does the amount of insurance carried by the entity meet or exceed the amount specified in the contract? Is the insurance certificate on file current?	(1) adequate insurance, up to date with Commerce (3) insurance, not with Commerce (4) no insurance, not with Commerce	4	
Total Score			33	0
Program Risk Rating				low



# Monitoring Plan

<b>Agency Risk Assessment</b> Score: Primary areas of concern:	
<b>Program Risk Assessment</b> Score: Primary areas of concern:	
<b>Auditor/Inspector Assessment</b> Score: Primary areas of concern:	
<b>Administration Assessment</b> Score: Primary areas of concern:	
<b>Other known technical assistance needs/ performance concerns</b>	
<b>Monitoring Plan:</b> on-site monitoring/planned date: desk monitoring /planned date: courtesy visit/planned date: other TA Activity /planned date:	
<b>Notes:</b>	





# High Risk Criteria

## Indicators of agency risk

- High staff turnover and/or lack of required training
- Spend pace substantially ahead of production
- Number of monitoring findings including fiscal, administrative and/or technical
- Not maintaining required insurance
- Missing data reporting deadlines and grant closeout activities



# Quality Improvement Process

**When an agency is engaged in quality improvement, Commerce launches a three phase process:**

1. Planning and Development
  - a) Program development plan
  - b) Workflow process outline
  - c) Critical task list
  - d) 12 month financial projections
2. Reduced Production - 6 month period of reduced production goals defined by the agency and based on capacity.
3. Full Production - 6 month period of full production based on comparable production of peer agencies.





# Department of Commerce

Presented by:

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**Low-Income Weatherization Assistance Program**

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# Activity: Crowd Sourcing

NASCSP is looking for ideas to provide additional technical assistance to monitors. What ideas do you recommend they focus on?

This can be a specific topic, or how they should offer assistance.